



MEMORANDUM FOR: Mr. Brownman via Mr. Wattles via [REDACTED]

SUBJECT : DDM&S Control of M&S Positions and Personnel

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1. Unfortunately, the two CMO officers are presenting differing views on the recommendation regarding DDM&S having primary control of all positions and personnel with M&S designations. This pattern of differing opinions on this recommendation will probably prevail among your support officers.

2. The proposal that the DDM&S have primary control of all M&S positions and personnel sounds better in theory than it will be in practice. In fact, I do not believe the end result would be much different if this recommendation was accepted and executed. With the present organization and power structure of the Agency, the various Deputy Directors are going to continue, in the final analysis, to determine how many "support" positions and personnel are needed to fulfill the requirements in their Directorates. It is usually a negotiated number and I suspect it would continue to be. At the present time, if the Director of Communications feels he needs to change the number of Commo employees at an overseas station, the change (whether more or less Commo employees) is negotiated and concurred in by the Station Chief; and the Office of Communications is the classic example of a component controlling its positions and personnel.

3. I submit that using Communications and OTS as examples of components controlling their slots and personnel are not completely valid comparison for the recommendation concerning all M&S positions. Commo, especially, has a unique and quite technical function and there are reasonable measurable requirements in each station vis a vis the equipment and manpower required to fulfill the work requirements (or the Commo work load). In OTS, the personnel are by and large specialists who work with their "customers" on something like a "consultant" basis. Additionally, OTS usually operates in the field on a regional basis.

4. Particularly in the field, the M&S personnel are an integral part of the Station. It has taken some years to earn this place - the "support" careerists have come a long way from being a "necessary-evil" to enjoying being a member of the team whose professional ideas and

contributions are now normally sought and accepted. A separate T/O for M&S positions automatically removes the personnel, psychologically if no other way, from the "team concept." I believe the same concept would apply in Headquarters' components. The M&S careerist "on loan" to a component reaches his maximum effectiveness when he is accepted by the management and personnel of the component as "one of them." It is true that a M&S officer assigned to a component outside of the M&S Directorate must play a schizophrenic role - retaining M&S loyalties and responsibilities with the DDM&S controlling and directing his professional destiny while working for and responsible to another boss who is not under the command of the DDM&S. However, this condition reflects the M&S role in the Agency, and I would rather continue to making the M&S contribution an integral part of the overall effort of the Agency rather than pulling back into an independent status.

5. Frankly, I do not understand how the following enumerated benefits would result from the DDM&S having primary control of all M&S positions:

a. Better long-range planning of DD/M&S resources.

The DD/M&S presumably is obligated to provide the resources required to carry out the Agency requirements. I do not believe that the DD/M&S is going to determine the Agency requirements of the other three Directorates. Thus, once the requirements (Operations, Intelligence and Technical) are determined, the providing of resources must be staffed out between DDM&S and the other Deputy Directors. The DD/M&S is obligated to provide, within budgetary, manpower, and other constraints, the necessary resources.

b. Better management control throughout the DD/M&S.

Do not understand how controlling the positions outside the Directorate will necessarily result in better management control throughout the DD/M&S. There are undoubtedly ways by which DDM&S management of resources can be more effectively accomplished particularly in the planning and coordination of resources to be made available to satisfy the requirements outside the Directorate - but I feel focusing on "better" management through the device of who controls the position is begging the issue.

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- c. Better qualified and experienced M&S personnel performing M&S functions at Headquarters and overseas.

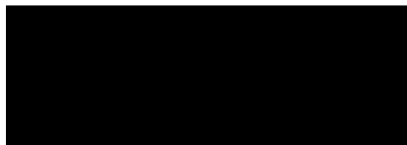
Do not see any real relationship between controlling positions and the qualifications and experience of the M&S personnel. I would hope the DDM&S is providing to the other Directorates the best available personnel to perform established M&S requirements.

- d. Better career planning and development for M&S careerists.

As stated before, the actual numbers and function of M&S personnel in another Directorate (regardless of whether overseas or Headquarters) will be dependent on many forces. The requirement will vary with many factors, varying from the international situation to the role of the Agency as determined by the Executive Branch of the Government, and the numbers and calibre of M&S careerists should not be greatly effected by who controls the slots.

6. The main argument for DD/M&S control of M&S positions and personnel appears to concern the "double jeopardy" problem. Is this problem sufficiently complex and large to undo all the progress the M&S Directorate and careerists have made in being accepted as a working and integral part of the component to which they are assigned? Are there other ways of resolving the M&S impact when it becomes necessary to eliminate an M&S position on the T/O of a component? I can foresee the withdrawal of M&S positions and personnel from the existing administrative machinery and procedures of the operating components resulting in additional workload and expense for the M&S Directorate.

7. In conclusion, I would prefer the M&S Directorate look for other means of accomplishing the few gains which might result from the control of positions and slots rather than our gathering up our marbles and stuffing them in our bag.



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